



**Solicitation Information
March 18, 2015**

RFP # 7549426

TITLE: Information Technology Organizational Review– University of Rhode Island

Submission Deadline: Thursday April, 16, 2015 at 11:00 AM (Local Time)

Questions concerning this solicitation must be received by the Division of Purchasing at thomas.bovis@purchasing.ri.gov no later than **4/1/2015 @ 4:00 PM**. Questions should be submitted in a *Microsoft Word attachment*. Please reference the RFP# on all correspondence. Questions received, if any, will be posted on the Internet as an addendum to this solicitation. It is the responsibility of all interested parties to download this information.

SURETY REQUIRED: No

BOND REQUIRED: No

**Thomas Bovis
Interdepartmental Project Manager**

Applicants must register on-line at the State Purchasing Website at www.purchasing.ri.gov

Note to Applicants:

Offers received without the entire completed RIVIP Generated Bidder Certification Form attached may result in disqualification.

THIS PAGE IS NOT A BIDDER CERTIFICATION FORM

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SECTION 1

INTRODUCTION

The Rhode Island Department of Administration/Division of Purchases, on behalf of the University of Rhode Island, is soliciting proposals that requires the services of a qualified management consulting firm to conduct an assessment of the University's Information Technology services, in accordance with the terms of this Request for Proposals and the State's General Conditions of Purchase, which may be obtained at the Rhode Island Division of Purchases Home Page by Internet at www.purchasing.ri.gov . The initial contract period will be 3 years for the date of final contract signing.

This is a Request for Proposals, not an Invitation for Bid. Responses will be evaluated on the basis of the relative merits of the proposal, in addition to price. There will be no public opening and reading of responses received by the Division of Purchases pursuant to this Request, other than to name those offerors who have submitted proposals.

INSTRUCTIONS AND NOTIFICATIONS TO OFFERORS:

1. Potential vendors are advised to review all sections of this RFP carefully and to follow instructions completely, as failure to make a complete submission as described elsewhere herein may result in rejection of the proposal.
2. Alternative approaches and/or methodologies to accomplish the desired or intended results of this procurement are solicited. However, proposals that depart from or materially alter the terms, requirements, or scope of work defined by this RFP will be rejected as being non-responsive.
3. All costs associated with developing or submitting a proposal in response to this RFP, or to provide oral or written clarification of its content shall be borne by the vendor. The State assumes no responsibility for these costs.
4. Proposals are considered to be irrevocable for a period of not less than 120 days following the opening date, and may not be withdrawn, except with the express written permission of the State Purchasing Agent.
5. All pricing submitted will be considered to be firm and fixed unless otherwise indicated herein.
6. Proposals misdirected to other state locations, or which are otherwise not present in the Division at the time of opening for any cause will be determined to be late and will not be considered. For the purposes of this requirement, the official time and date shall be that of the time clock in the reception area of the Division.
7. It is intended that an award pursuant to this RFP will be made to a prime vendor, or prime vendors in the various categories, who will assume responsibility for all aspects of the work. Joint venture and cooperative proposals will not be considered. Subcontracts are permitted, provided that their use is clearly indicated in the vendor's proposal and the subcontractor(s) to be used is identified in the proposal.
8. All proposals should include the vendor's FEIN or Social Security number as evidenced by a W9, downloadable from the Division's website at www.purchasing.ri.gov.
9. The purchase of services under an award made pursuant to this RFP will be contingent on the availability of funds.
10. Vendors are advised that all materials submitted to the State for consideration in response to this RFP will be considered to be Public Records as defined in Title 38, Chapter 2 of the General Laws of Rhode Island, without exception, and will be released for inspection immediately upon request once an award has been made.

11. Interested parties are instructed to peruse the Division of Purchases website on a regular basis, as additional information relating to this solicitation may be released in the form of an addendum to this RFP.
12. Equal Employment Opportunity (G.L. 1956 § 28-5.1-1, et seq.) – § 28-5.1-1 Declaration of policy – (a) Equal opportunity and affirmative action toward its achievement is the policy of all units of Rhode Island state government, including all public and quasi-public agencies, commissions, boards and authorities, and in the classified, unclassified, and non-classified services of state employment. This policy applies to all areas where State dollars are spent, in employment, public services, grants and financial assistance, and in state licensing and regulation. For further information, contact the Rhode Island Equal Opportunity Office at (401) 222-3090.
13. In accordance with Title 7, Chapter 1.2 of the General Laws of Rhode Island, no foreign corporation, a corporation without a Rhode Island business address, shall have the right to transact business in the State until it shall have procured a Certificate of Authority to do so from the Rhode Island Secretary of State (401-222-3040). This is a requirement only of the successful vendor(s).
14. The vendor should be aware of the State's Minority Business Enterprise (MBE) requirements, which address the State's goal of ten percent (10%) participation by MBE's in all State procurements. For further information, contact the MBE Administrator at (401) 574-8253 or visit the website www.mbe.ri.gov or contact charles.newton@doa.ri.gov.
15. The State reserves the right to award to one or more offerers. The State also reserves the right to award this project based on pricing alone.

Note: The term "vendor" and "offeror" both refer to the company responding to this RFP.

SECTION 2

2.1 BACKGROUND

Beginning in the Fall of 2012, the University of Rhode Island conducted an internal review across the University with the goal of developing recommendations for improvements in areas of service and efficiencies, including all aspects related to Information Technology within the University. Called the Administration and Management Review Committee (AMRC), the final report (<http://web.uri.edu/amrc/files/AMRC-Final-Detail-Report-Published.pdf>) was published in December 2013. Among the Information Technology recommendations, the AMRC recommended the engagement of an outside consultant to provide a more detailed, external review of Information Technology at URI.

URI currently provides infrastructure, administrative and academic technology services through a central department, Information Technology Services (ITS). It also provides additional IT services within various academic and administrative departments across all four campuses. These services range from administrative and academic software, hardware services, desktop support, data reporting, and integration services, including reporting and integration with outside agencies.

Founded in 1892, the University of Rhode Island is a public land grant research doctoral institution with over 16,500 students across four campuses. The main URI campus is located in Kingston, Rhode Island. Go to www.uri.edu for more information.

2.2 PURPOSE

The University of Rhode Island (URI) seeks the services of a qualified management-consulting firm for two projects:

- 1) To conduct an independent assessment of the University's Information Technology investments and services across all departments, including both central and de-centralized (distributed) technology services. The assessment goals, detailed within this document, includes recommendations for improving IT services at the University and suggested plans or guidelines for implementation of those recommendations.
- 2) Develop a University Information Technology Strategic Plan.

The general purpose of this engagement is to improve the delivery and scope of information technology services across URI, while building an IT structure reflecting a collegial culture delivering teaching, learning, research and administrative services collaboratively with the University. The University also seeks to configure the most appropriate balance of centralized and decentralized information technology services through building an IT organization best suited to meet the demands of a 21st century global, digital, research university. The outcome of recommendations should be focused towards building information technology to meet these goals and make IT a more effective, efficient, resource for URI while providing a collaborative, strategic contribution to the success of the university.

IT Assessment

Assessment is expected of ***all*** current services, systems, staffing, policies and practices with the resulting analysis to include recommendations to improve the organization and delivery of IT services. This includes: identifying ways to eliminate duplication, enhance communication, improve the operation of IT services, identify ways to reduce cycle time and improve quality, identify optimal sourcing strategies (for example: shared services, partnering, vendor sourcing, etc) and design a funding model that promotes effective use of IT resources across all campuses.

The assessment is expected to also identify associated costs for implementing improvements or other recommendations. In addition, the assessment includes a review of the overall IT organization and staff (centralized and decentralized). The IT organization review includes: identifying IT services strengths and weaknesses; opportunities and threats; determining the most efficient organizational structure; team structures, recommended skill sets, core competencies, technical expertise, and team missions; review current organizations, management, delivery of IT services and make recommendations for best practices of management of systems including, but not limited to: enterprise resource planning software (ERP) and related dependent systems; instructional technology (including Online/Distance learning) database services; risk management; web services; server management; research technology; Operations; broadband usage; making pertinent and effective use of cloud services; and optimizing the use of network and telecommunications services.

The vendor is expected to provide an objective assessment of the current state of information technology services, both centralized and decentralized, and make recommendations for improvements, after reviewing the detail findings of the AMRC report (<http://web.uri.edu/amrc/files/AMRC-Final-Detail-Report-Published.pdf>) and interviewing University stakeholders including faculty, staff, students and alumni, as well as external constituencies.

This assessment is intended to bring together the needs of the University, its stakeholders, strategic plans, goals and objectives, industry trends for both higher education and information technology, best practices and cost efficiencies.

Recommendations made are expected to also have associated cost benefits and expenses for the University and how it will impact centralized and decentralized IT service delivery.

IT Strategic Plan

For the Strategic Plan, the University seeks a collaborative process with University leadership and stakeholders to develop a University-wide five-year IT Strategic Plan that incorporates the recommendations resulting from the assessment. This includes ensuring the plan incorporates, supports and contributes to the University's missions, strategic plans and goals.

In addition, as part of the scope of services of the consultant, the selected firm is expected to provide a framework for implementation of the Strategic Plan.

SECTION 3

SCOPE OF WORK

3.1 General Scope of Work

The selected vendor is expected to provide two items:

1. An **Assessment Report** assessing the current state of central and de-central technology services at URI with recommendations for improvements and recommended implementation plans.
 - a. The assessment is within the categories of organization – which includes: staffing arrangement, staffing levels and skill sets; best practices; service levels; and service standards.
 - b. Within the categories listed in above in bullet a: the assessment is to identify the University's current state of investments and services of technology and identify its strengths, weaknesses, opportunities and threats to meeting the demands of the University's needs as outlined in the President's Transformational Goals for the 21st Century: http://www.uri.edu/president/Transformational_Goals_ProgressFall2014.pdf; and the current URI Academic Plan: http://web.uri.edu/academic-planning/files/academic_plan_handbook.pdf.
2. A five-year University wide information technology **Strategic Plan**.
 - a. Included are recommended process for maintaining the Strategic Plan to ensure its relevance and value to the University.

NOTE – The selected vendor must have previous experience with information technology management reviews in higher educations, with extra consideration given to those who have performed this type of engagement with a public research university.

Additional Scope of Work items are:

- Evaluate information technology strengths, weaknesses, opportunities, and threats at URI.
- Re-examine the placement of IT Services in the URI organization to make it more of a strategic member of the University as a whole.
- Develop an assessment of current and future services, systems, staffing, policies, and practices, with recommendations for improvement.
- Look to URI strategic goals and identify the current situation of information technology, its strengths, weaknesses, opportunities and threats, along with pathways for improvements.
- Recommend an Information Technology organizational structure that moves URI towards an appropriate service model to provide these services consistently and in a cost-effective model.
 - This model is expected to find the appropriate strategic balance between central and de-central services.

- Identify potential opportunities for moving services to vendor-support and re-allocation of associated resources.
- Identify the required skillsets for successful leadership of the new Information Technology organization.

The resulting Assessment Report must include:

- Identify current strengths and weaknesses of information technology services.
- Identify opportunities and specific pathways for improvement.
- Recommendation of an organizational structure that improves IT services, provides greater consistency of service across the university, eliminates duplication, reduces delivery times and improves overall quality of services.
- Identify pathways for information technology to support the essential operational needs of the University while also providing strategic and transformational technology to contribute to the success of the university.
- Identify pathways for implementation of recommendations and addressing change management needs.

The selected vendor is expected to provide its findings and recommendations in a detailed report to the Provost, Vice President of Administration and Finance, and the Information Technology Review Steering Committee.

The process, as well as the final report is to be an independent and objective advice to the University to the extent that it is possible. Therefore, vendors are asked to not include sub-contractors that represent software or hardware vendors on their teams so as to avoid jeopardizing the objectivity of the assessment and final report.

3.2 Specific Activities / Tasks

The selected vendor will work with the Chair of the Information Technology Review Steering Committee as the vendor's primary point of contact and engagement Director.

Communications and Change Management

- Work with the IT Review Steering Committee to provide campus communications, setup stakeholder interviews, open sessions or other required collaborations

Research, Analyze and Evaluate

- Research, gather and analyze data on IT at URI (central and decentralized), such as:
 - Technology currently in place
 - Technology plans in place
 - Service level information
 - Process, standards and practices in place for delivery of IT services
 - IT personnel
 - Organizational structure
 - IT team unit missions and skill sets
 - Budget and expenditure information
- Research, gather and analyze data on recent, current and planned project and programs.
- Analyze current capability, capacity and IT work allocation, flow and delivery.
- Gather and analyze data on URI's current technology portfolio across all departments and its footprint.
- Evaluate information technology strengths, weaknesses, opportunities, and threats at URI.
- Research, gather and analyze data on best practices within all areas of information technology for higher educations, providing an assessment of current compliance to industry best practices, areas of critical importance for improvement and recommendations for improvement.

Identify

- Develop an assessment of current and future services, systems, staffing, policies, and practices.
- Look to URI strategic goals and identify the current situation of IT Services, its strengths, weaknesses, opportunities and threats, and the pathways to success.
- Identify areas of improvement, including but not limited to cost reduction, process improvements, best practices, training and skill development, organizational changes, team mission and service re-alignments, as well as any other areas the vendor feels the University should address with specific recommendations for addressing areas of weaknesses.

- ***Organization***

- Re-examine the placement of IT Services in the overall URI organization to ensure it is a strategic member of the University as a whole.
- Design an Information Technology organizational structure that moves URI towards an appropriate service model to provide these services consistently and in a cost-effective model.
 - Identify a specific organizational arrangement, including teams, that identifies their team charge, general areas of responsibility, skill sets required and optimal staffing levels.
 - Identify the required skillsets for successful leadership of the new Information Technology organization.

- ***Sourcing and Funding Strategy***

- Identify optimal sourcing strategies and potential opportunities for changing the sourcing strategies for specific services (such as moving services to vendor-support or vice-versa) and re-allocation of associated resources.
 - Identify methods for IT services at URI to analyze the feasibility of alternative sourcing strategies with each new service.
- Identify possible alternative funding strategies that promote effective use of IT resources across all campuses, departments and divisions.
 - Make specific recommendations for where, how and when the alternative strategies could be applied.

- ***Best Practices***

- Identify methods to improve the delivery of IT services by blending industry Best Practices and the University's new IT Governance structure, which promotes information technology as a strategic resource.
- Identify an effective Process Methodology that both seeks to correct areas requiring improvement and creates an ongoing transparent, collaborative delivery of IT projects and services.
- Identify staff and management responsibilities to improve best practices and any required training.

Final Report

- Produce a final **Assessment Report** and presentation for the University, delivered to the Provost, Vice President of Administration and Finance and the IT Review Steering Committee with, but not limited to, the specific details listed in this RFP. Presentation of the final report may be requested to the URI Senior Leadership Team and/or other campus audiences.
 - Recommendations made are expected to also have associated costs and benefits for the University.
 - Expenses associated with any recommendations should be cognizant of projected University revenue and resources.
- Produce a five-year University wide information technology **Strategic Plan**, including a process or methodology for the University to use to implement the plan over the coming years.
 - Expenses associated with the plan should be cognizant of projected University revenue and resources.

H. PRICING

Describe your pricing structure for all services, in detail as it relates to milestones, events and timelines listed in your proposal.

Include all costs assessed to URI and payment terms.

I. MISCELLANEOUS

Please provide a sample contract, and any additional information you feel may be relevant to your proposal.

SECTION 4

TECHNICAL PROPOSAL

Narrative and format: The separate technical proposal should address specifically each of the required elements:

Executive Summary – The executive summary is intended to highlight the contents of the Technical Proposal and to provide evaluators with a broad understanding of the offeror's technical approach and ability.

1. **Capability, Capacity, and Qualifications of the Offeror** –This section shall include identification of all staff and/or subcontractors proposed as members of the project team, and the duties, responsibilities and concentration of effort which apply to each (as well as resumes, curricula vitae or statements of prior experience and qualification).
2. **Work plan/Approach Proposed** –This section shall describe the offeror's understanding of the State/University's requirement, including the result(s) intended and desired, the approach shall discuss and justify the approach proposed to be taken for each task, and the technical issues that will or maybe confronted at each stage on the project. The work plan description shall include a detailed proposed project schedule (by task and subtask), a list of tasks, activities, and/or milestones that will be employed to administer the project, the assignment of staff members and concentration of effort for each, and the attributable deliverables.
3. **Previous Experience and Background**, including the following information:
A comprehensive listing of similar service engagements with other public research University's of comparable size, including a brief description of the service provided and for how long;
A description of the business background of the offeror (and all subcontractors proposed), including a description of their financial position

NOTE – The selected vendor must have previous experience with information technology management reviews in higher educations, with extra consideration given to those who have performed this type of engagement with a public university.

SECTION 5

COST PROPOSAL

A **separate, signed and sealed**, Cost Proposal reflecting the fee structure proposed for this scope of service must be included with you in your submission.

SECTION 6

PROPOSAL SUBMISSION

Questions concerning this solicitation may be e-mailed to the Division of Purchases at [REDACTED] no later than the date and time indicated on page one of this solicitation. Please reference **RFP #** on all correspondence. Questions should be submitted in a Microsoft Word attachment. Answers to questions received, if any, will be posted on the Internet as an addendum to this solicitation. It is the responsibility of all interested parties to download this information. If technical assistance is required to download, call the Help Desk at (401) 574-9709.

Offerors are encouraged to submit written questions to the Division of Purchases. **No other contact with State parties will be permitted.** Interested offerors may submit proposals to provide the services covered by this Request on or before the date and time listed on the cover page of this solicitation. Responses received after this date and time, as registered by the official time clock in the reception area of the Division of Purchases will not be considered.

Responses (**an original plus four (4) copies**) should be mailed or hand-delivered in a sealed envelope marked **"RFP#"** to:

**RI Dept. of Administration
Division of Purchases, 2nd floor
One Capitol Hill
Providence, RI 02908-5855**

NOTE: Proposals received after the above-referenced due date and time will not be considered. Proposals misdirected to other State locations or those not presented to the Division of Purchases by the scheduled due date and time will be determined to be late and will not be considered. Proposals faxed, or emailed, to the Division of Purchases will not be considered. The official time clock is in the reception area of the Division of Purchases.

RESPONSE CONTENTS

Responses shall include the following:

1. A completed and signed four-page R.I.V.I.P generated bidder certification cover sheet downloaded from the RI Division of Purchases Internet home page at www.purchasing.ri.gov.
2. A completed and signed W-9 downloaded from the RI Division of Purchases Internet home page www.purchasing.ri.gov in the proposal marked **"original"** only.
3. **A separate Technical Proposal** answering all items listed in Section 3, including the attached SIG Questionnaire.
4. **A separate, signed and sealed Cost Proposal** reflecting the hourly rate, or other fee structure, proposed to complete all of the requirements of this project as defined in Section H of RFP requirements.

In addition to the multiple hard copies of proposals required, Respondents are requested to provide their proposal in **electronic format (CD-Rom, disc, or flash drive)**. Microsoft Word / Excel OR PDF format is preferable. Two electronic copies are requested (One for the State and one for the University) and it should be placed in the proposal marked “original”.

SECTION 7

EVALUATION AND SELECTION

Proposals will be reviewed by a Technical Review Committee comprised of staff from state agencies. To advance to the Cost Evaluation phase, the Technical Proposal must receive a minimum of 60 (85.7%) out of a maximum of 70 technical points. Any technical proposals scoring less than 60 points will not have the cost component opened and evaluated. The proposal will be dropped from further consideration.

Proposals scoring 60 technical points or higher will be evaluated for cost and assigned up to a maximum of 30 points in cost category, bringing the potential maximum score to 100 points.

The University of Rhode Island reserves the exclusive right to select the individual(s) or firm (vendor) that it deems to be in its best interest to accomplish the project as specified herein; and conversely, reserves the right not to fund any proposal(s).

Proposals will be reviewed and scored based upon the following criteria:

Criteria	Possible Points
Capability, Capacity, and Qualifications of the Offeror	20
Overall suitability and comprehensiveness of proposal	15
Technical Proposal Merits	15
Previous experience of Offeror	20
Total Possible Technical Points	70 Points
Cost calculated as lowest responsive cost proposal divided by (this cost proposal) times 30 points *	30 Points
Total Possible Points	100 Points

*The Low bidder will receive one hundred percent (100%) of the available points for cost. All other bidders will be awarded cost points based upon the following formula:

(low bid / vendors bid) * available points

For example: If the low bidder (Vendor A) bids \$65,000 and Vendor B bids \$100,000 for monthly cost and service fee and the total points available are Thirty (30), vendor B's cost points are calculated as follows:

$$\$65,000 / \$100,000 * 30 = 19.5$$

Points will be assigned based on the offeror's clear demonstration of his/her abilities to complete the work, apply appropriate methods to complete the work, create innovative solutions and quality of past performance in similar projects.

Applicants may be required to submit additional written information or be asked to make an oral presentation before the technical review committee to clarify statements made in their proposal.

CONCLUDING STATEMENTS

Notwithstanding the above, the State reserves the right not to award this contract or to award on the basis of cost alone, to accept or reject any or all proposals, and to award in its best interest.

Proposals found to be technically or substantially non-responsive at any point in the evaluation process will be rejected and not considered further.

The State may, at its sole option, elect to require presentation(s) by offerors clearly in consideration for award.

The State's General Conditions of Purchase contain the specific contract terms, stipulations and affirmations to be utilized for the contract awarded to the RFP. The State's General Conditions of Purchases/General Terms and Conditions can be found at the following URL:

<https://www.purchasing.ri.gov/RIVIP/publicdocuments/ATTA.pdf>